Shaping the Future of Global Business
EDITOR’S NOTE:
Due to limited travel in the 2020 - 2021 academic year, this issue includes photos from previous years, with permission.

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Our Mission

To lead global management education through transformative experiences and cross-sectoral collaboration that inspire and develop future leaders.

Our Vision

To shape the future of business by advancing excellence in global management education.

Our Strategic Priorities

To achieve our mission, the Carlson Global Institute has established a set of strategic priorities. In collaboration with faculty, staff, and other stakeholders, we will:

- **Advance** the international business knowledge and intercultural competence of students through transformative and experiential education opportunities
- **Support** Carlson School students to help them fully realize their international experiences through curricular and co-curricular innovations and scholarships
- **Drive** continuous improvement, impact assessment, and advancements in the field of global management education through evaluation and research
- **Leverage** University resources to foster a dynamic and reciprocal network of global business leaders and institutions in Minnesota and beyond
In this unusual year, we open with a conversation instead of a letter. Conversations have been at the heart of our work every day.

**Sri Zaheer**
Dean of the Carlson School of Management
Elmer L. Andersen Chair in Global Corporate Social Responsibility

Hello friends,
Never have our global connections been so clear as in the past year. From the pandemic to a renewed worldwide drive for diversity, equity, and inclusion sparked by a tragedy in our own city, the work of the Carlson School has been impacted in ways we scarcely imagined at the start. It is relationships, including our many international and intercultural relationships, that have allowed us to succeed.

The Carlson Global Institute has been an essential factor in the success of the past year. Its partnerships across the school and University, in the community, and around the world are the key. Associate Dean for Global Initiatives Stephen Parente has risen to the many challenges in international education while identifying opportunities for innovation. And with his expertise in health finance and the medical industry, he has also played a role nationally and, indeed, internationally in addressing the global health crisis. Associate Dean Anne D’Angelo has led the CGI staff, faculty, and community partners through a challenging year in which they have worked tirelessly toward the Carlson School’s anti-racism work.

**Assistant Dean D’Angelo**
Innovation has been a hallmark of the year on so many levels. The pivot from in-person to online classrooms, creating new courses for our students to fulfill their International Experience, and developing the new Carlson Global Index have taken creative thinking and commitment—most of it worked out through conversations on Zoom. I am so proud of our faculty, our staff, and all of our partners. But I am most grateful for their open-hearted embrace of the Carlson School’s anti-racism work and willingness to engage in courageous conversations.

**Dean Zaheer**
In the pages ahead, you will read about all this and more. Thank you for being a partner with CGI and the Carlson School at a time so critical to the future of our community, our nation, and our world. Please join the conversation with us.
Developing Globally Mindful Leaders
The Pivot

With a shift to online classrooms, Carlson School students learned through the pandemic

Picture international learning, and travel is part of it. But this year was different. With countries all over the world shut down due to COVID-19, travel was out.

International learning is built into the Carlson School’s curriculum. Leading into the 2021–22 academic year, it became clear that change would be needed on an unprecedented scale for students to stay on track toward their degrees and, for many, to graduate on time.

A mighty pivot from in-person to online learning was required. Faculty and staff like Wendy Lutter in the Marketing Department made it happen. Lutter teaches the Global Business Practicum, a spring course offered in partnership with the SGH Warsaw School of Economics. It’s a unique opportunity for Carlson MBA students to work on cross-cultural teams with students at SGH to address a business issue posed by a sponsoring company. When the lockdown occurred last year a week before departure, Lutter and her Polish counterpart transformed it on the fly.

Many of the students were relying on the course to graduate in May, so canceling didn’t seem like an option,” says Lutter. “Our sponsoring company said, ‘This is how we’re having to meet with our clients too,’ so we decided to go for it.”

Lutter and her students stayed home, but they still got to conduct in-depth interviews with Polish consumers, interact with experts, and present their results to the client—all online. And everyone graduated on time.

Summer 2020 Lutter spent redesigning her fall course. Striving for Equity in International Business grew out of her passion for gender equity and New Zealand, the first country in the world to give women the right to vote. She created an expanded line-up of speakers that included the Honorary Consul of Iceland, ranked first in the world for gender equity, and arranged engaging virtual events inspired by the original syllabus. With the former bedroom of her college-age daughter turned into a Zoom room, she found background photos related to topics for each class. She also reached out to a former student in New Zealand, sent home from Minnesota before the lockdown, and invited him to speak to the class—which he did, along with his ‘mates,’ including a Maori guest who spoke about Maori culture and history.

“That was one of the most successful connections culturally,” says Lutter. “We had very robust conversations, and the students—about half men and half women—did a lot of case studies and complex projects comparing aspects of equity in the U.S. and another country.”

Course evaluations were outstanding, and everyone graduated on time. And everyone graduated on time.

In addition to supporting faculty in delivering their courses, CGI co-developed three unique courses to meet the Carlson School’s International Experience requirement for students who couldn’t travel abroad. One was a course about the pandemic itself.

Connie Wanberg, Professor and Industrial Relations Faculty Excellence Chair, co-developed and taught COVID-19, Society, and the Workplace: A Global View, blending readings and discussions on Zoom with more than a dozen guest presenters, from local and international companies to frontline workers in construction, hospitality, healthcare, and schools. What changed in their businesses and organizations? How did they react, and how has work changed?

Ben Irby, chief marketing officer for Cereal Partners Worldwide in Lausanne, Switzerland, and CGI Advisory Council member, was happy to be a guest in Wanberg’s class. Formerly at General Mills, he has missed the opportunity to visit classes while abroad. This spring on Zoom, Irby spoke to students about the uptick in cereal consumption during the pandemic and how his company focused first on safety for those who make and supply the food, then on increasing production to keep it on grocery shelves. Later a student interviewed him for a paper in the class.

“I find discussions with students really refreshing,” says Irby. “Especially for those on the verge of making life decisions, I can talk about the personal side of working internationally. I hope that new ways of working open doors for more alumni to participate and give back remotely to the Carlson School.”

Lessons to shape the future

Wanberg learned a lot from teachng the course. All that scheduling of guest presenters had her on pins and needles. At the same time, she discovered new ways to use technology to design a good classroom experience.

“The feedback I can give students is really amazing,” says Wanberg. “I’ve learned a lot of new things about how to deliver a fun class online. I really appreciate how the students came through.”

Wanberg and Lutter credit CGI for supporting them and their students during a year of uncertainty, crushing workloads, and innovation.

“I can just see our students’ Zoom-tired faces,” says Lutter. “Zoom fatigue is real! I was so proud of them because they were so engaged.”

They also agree that nothing can replace the global component of in-person travel and learning.

“I believe so strongly in the power of that global component,” says Lutter. “We made it work, but I can’t wait to see students’ faces light up when they’re learning on site again!”
A Learning Community in the Asia-Pacific Region

The China Executive MBA program celebrates 20 years

Guangzhou, China, is a modern port with ancient roots, once connecting the Silk Road to sea trade. Illuminating the Pearl River at the southeastern coast, today it is among the world’s largest port cities, a modern center of trade and transportation. It’s also the home of the China Executive MBA (CHEMBA) program, a joint venture of the University of Minnesota’s Carlson School of Management and Boston University’s Lingnan (University) College and the Carlson School of Management.

CHEMBA was among China’s first approved joint degree programs with a foreign institution, and it continues to draw top executives that become outstanding alumni of both Lingnan and the Carlson School.

The two-year comprehensive business management program is designed for Chinese managers and entrepreneurs serving both the public and private sectors and is unique in two ways. First, all courses are taught by faculty from both institutions. Second, virtual teams provide truly global learning opportunities for the students as they work on projects together with students in the Carlson School’s Executive MBA programs in Minnesota and Vienna.

The program’s start was not easy or smooth. Approvals took years. CHEMBA’s opening in 2001 occurred the week of the September 11 attacks, interrupting travel for Carlson School faculty. The SARS pandemic delayed graduation of the first cohort by six months.

This year, CHEMBA celebrates 20 years and is going strong. COVID-19 failed to delay students’ progress. Graduates hold important positions in Fortune Global 500 companies and in all sectors and regions of China. They have also become generous philanthropists.

Creating a learning community

As the Carlson School dean from 1991 to 2001, David Kidwell built a global business school. His vision included joint degree programs with strong peers in key locations. With partners in Eastern and Western Europe, the Carlson School was looking for a partner in East Asia.

China was selected based on consultation with the business community, faculty, and alumni, and factors including University ties dating to 1914 and a dynamic China Center. Serving on the China Center advisory council was Professor Mahmood Zaidi, then the Carlson School’s director of international programs. In China, Zaidi applied his experience from building the Warsaw program.

Established in 1888, Lingnan was recommended by a Carlson faculty member impressed by the strength of its alumni relations. And the Guangzhou region was where the private sector reigned after China reopened to the West. In 1997, Dean Kidwell and Professor Zaidi met with Dean Yuan Shu to discuss a program and establish an agreement.

“David Kidwell and I shared the outlook in 2001 that the program would have students from, and impact in, not only China but the Asia-Pacific region,” Dean Shu remembers. Offering the program in English would make it widely accessible.

The Carlson School’s success with the Warsaw program became a crucial factor in gaining approval from China’s Ministry of Education.

As academic director of the new program, Zaidi assisted with recruitment. That included knocking on the doors of American companies operating in China, which had a stake in developing their talent. Soon the program filled. Faculty from each institution worked together to develop the courses.

“We had to have what Dean Kidwell called a ‘learning community’ mindset,” says Zaidi. “We are learning together, not just teaching.”

In the second year of each cohort, students were selected from Carlson’s four executive MBA programs—in China, Warsaw, Vienna, and Minnesota—to form virtual teams. Without meeting in person, they developed a comprehensive business plan to promote a product or service in a new market. At the end, they gathered on the University of Minnesota’s Twin Cities campus to present their recommendations in person to faculty from all four programs, take classes, visit U.S. companies, and experience commencement together.

Student satisfaction was strong, and CHEMBA improved. For six consecutive years it was rated Best Leadership in Cooperative EMBA in China. It continues to be highly ranked in China and worldwide.

A shared future

The vision of Deans Kidwell and Shu for a program to serve the Asia-Pacific region has been realized. CHEMBA has enjoyed the support and the business communities in China and the United States, and graduates have been successful meeting the needs for qualified managers and entrepreneurs in both the public and private sectors. Experienced entrepreneurs and executives from around the world are now alumni making a difference.

Freeman Shen, EMBA ’03, is the founder, chairman, and CEO of WM Motor, an emerging leader in electric vehicles in China. He was part of the first CHEMBA cohort after completing a master’s in engineering in California. Shen excelled in Fortune 500 companies based in North America and Europe, including Fiat and Volvo, before leaving a well-paying job to start WM Motor in 2015.

“Learning is lifelong,” says Shen. “In CHEMBA, I learned to dare to step out of the comfort zone and challenge myself to catch up with changing socioeconomic needs.”

Alumni give back in many ways. CHEMBA’s seventh class established the Mingling Education Fund devoted to building educational infrastructure in poor areas, such as donating a primary school in Hunan in 2009. The Lingnan Foundation sponsors an annual full-day forum as part of the Association of American Colleges and Universities annual meeting; Carlson School Dean Sri Zaheer spoke on U.S.-China economic development collaboratives in 2020.

“Society will need more managers with professional expertise and international perspectives,” says Lingnan Dean Lu Jun. “CHEMBA will continue to attract talent. At the same time, the two cooperating schools are developing, building high-end networks, exploring social resources, and building platforms for sharing ideas and resources. I am fully confident in the future of this program.”

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MAHMOOD ZAIDI

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Crafting a Global Career

The Carlson School experience led Melanie Vossberg to fulfill her dream of working abroad

Melanie Vossberg, BSB ’17, joined the innovation team of Nielsen in Chicago a few weeks after graduation. With a double major in marketing and international business, it was no secret she hoped to work abroad someday. This April, her dream came true when Vossberg moved to Amsterdam on a transfer to NielsenIQ Europe. She’s now conducting marketing research on a global team across London, Paris, Brussels, and Warsaw to help brands launch products around the world.

“Working with such a diverse team is exciting,” she says. “I’m learning and adjusting.”

Vossberg draws a straight line from the Carlson School to her success. As an undergraduate, she gained her first experience abroad in a semester exchange program at Wirtschaftsuniversität Wien in Vienna, Austria, as a sophomore. She studied hard in the classroom, then used every chance she got to explore Europe. That was when she discovered Amsterdam.

Back on campus, Vossberg got involved with GLOBE, a student-led organization that provides support to international students at the Carlson School, and eventually served as GLOBE president. She graduated with a 3.81 GPA and was named “B-Week Student of the Year” for her many activities to support the Carlson School community. Now she’s reconnecting with people she met while studying in Vienna and through GLOBE.

Pottery and ceramics have been an important hobby for Vossberg since high school in Chaska. “I took classes at the U, then joined a studio in Chicago, and now belong to a studio in Amsterdam,” she says. “It’s a great stress reliever and a great way to meet new people.”

One of her favorite things is waking up to have coffee with a view of Amsterdam’s beautiful canals.

Carlson Global Institute Footprint

Exchanges • Faculty-led Programs • Global Executive MBA • Co-sponsored Programs • Internships

- 774 students completed the international experience
  - 521 undergraduate
  - 253 graduate
- 79 graduating executive MBA students
  - 29 medical industry MBA
  - 18 china (chemba)
  - 32 vienna (vemba)
- 270 education abroad scholarships awarded
- 13 global enrichment courses offered
- 632 intercultural interactions
- 542 social media posts

Includes interactions with faculty, students, and staff. 100% of CGI short-term programs, the Carlson Funds Enterprise, the MAcc 2020 cohort, and the MHRIR practicum and cohort.
Grounded in Research and Innovation
Business Wisdom for a Better World

Carlson’s Global Doctor of Business Administration program empowers entrepreneurial spirit

During a week-long residency in Minnesota, students from the Carlson School’s Global Doctor of Business Administration (DBA) program in China visited H.B. Fuller headquarters in Saint Paul. They were surprised when CEO Jim Owens didn’t start with a formal presentation. Instead, he laid out a real business problem and asked what they would do.

“I knew they were capable people and could help me,” says Owens. “Probably by example, it shows the value of the university system and why a DBA is so important.”

Owens describes himself as passionate about a lot of things connected to the Carlson School’s DBA program, soon entering its fifth year. One of them is interacting with students in the program, who are already top executives in China.

“The DBA matters most because China is the second-biggest economy in the world,” says Owens. “There are many people driving that success, and many of them don’t have formal training, including knowing how business can be a force for good.”

Pathway to the DBA

The vision of a Carlson DBA as a catalyst to benefit society has motivated Tony Haitao Cui, Professor and Ecolab-Pierson M. Grieve Chair in International Marketing and the Deputy Associate Dean for Global DBA, since 2014.

“The DBA is an innovation in business education,” says Cui. “Highly successful executives have great skills and achievements, but in the form of a thesis they can share their business wisdom to improve the profession and greater society.”

At the suggestion of the associate dean for global initiatives, Cui researched top universities in China as potential DBA partners. On the list was Tsinghua University in Beijing, where Cui himself completed degrees in fluid mechanics, industrial engineering, and business administration before attending the Wharton School to focus on operations management and marketing. In 2016, Cui accompanied the associate dean to China to sign a memorandum of understanding for a DBA with Tsinghua. With the support of Dean Sri Zaheer, a curriculum committee was formed and a proposal for a four-year program was presented to the Carlson School faculty that fall. Their vote in support of the program was overwhelming.

With approval from the Board of Regents, the first cohort entered the program in 2017. Alok Gupta, Curtis L. Carlson School-wide Chair in Information Management and professor of information and decision sciences, is the senior associate dean of faculty, research, and administration.

“At the Carlson School, we want faculty to be entrepreneurial and come up with ideas for growth,” says Gupta. “I have to give CGI and Tony in particular the credit for this doctoral program, working with executives in China.”

Realizing the vision

“Although we call them students, they have multiple roles,” says Cui of the DBA executives. “Each one is a book!”

Building diversity and inclusion has been a priority. While the percentage of women CEOs among U.S. Fortune 500 companies is 7 percent, women make up 20 percent of the current DBA cohort.

Doctoral theses in the program have included such topics as how a Chinese brand can go international, how digitizing can help companies improve decisions, and optimal locations of medical facilities for reducing the severity and impact of health outcomes in rural areas.

“Some of the most exciting theses are those trying to make social change in terms of value for economically disadvantaged people,” says Gupta. “He is one of the many faculty members energized by teaching and working with the DBA cohorts and supervising their theses.

By the end of this year, 83 executives have joined the network of Carlson alumni around the world.

“Nobody should be isolated,” says Cui. “It’s important to have international collaborations, across countries, across continents.”
A New Tool Gets a Pulse on Global Markets

CGI created the Carlson Global Index to measure consumer attitudes about strategic topics

While the pandemic interrupted many aspects of international education and university life over the past year, innovation accelerated.

The Carlson Global Index, now in development at CGI, goes deeper, wider, and faster than existing consumer sentiment and confidence measures. Questions posed through internet polls, rather than telephone or mailed surveys, ask respondents why they feel as they do on a variety of topics. And those respondents can be anywhere in the world.

“CGI is acting as an incubator, literally beta testing with an eye to expanding,” says Associate Dean for Global Initiatives Stephen Parente. “The Index gives us a way to invite partners into this research.”

Soon after his appointment as associate dean, Parente recognized the potential for such an index for the Carlson School and its partners. He connected with former advisee Michael Ramlet, ’09 BSB, founder in 2014 of Morning Consult, a data intelligence company that delivers insights on what people think in real time. The company disrupted traditional polling methods so effectively that its clients now include half the Fortune 500, with a growing global footprint.

Through conversations with Carlson faculty and CGI Advisory Council members, themes and topics emerged. Sustainability, mobility, and talent bubbled to the top, and questions were developed around each: How does sustainability enter into your purchase decisions? How likely are you to move in the next three years? What kinds of benefits does your employer offer?

CGI Advisory Council member Yvonne Moore is a senior vice president for human resources and global markets at Ecolab.

“Sustainability is something that’s very critical on our agenda as a top company doing business in water cleaning and conservation,” says Moore. “But now every company is thinking ‘How can we do our work sustainably?’ And the talent measure is particularly comprehensive.”

This spring, the survey was tested in six global markets: Brazil, China, Germany, India, South Africa, and the United States. It will run again in the fall to allow comparison over time.

Moore is impressed with the new tool’s methodology, flexibility, and potential.

“This is reflecting innovative thinking,” says Moore, “and it can support other innovative projects.”

“CGI is acting as an incubator, literally beta testing with an eye to expanding. The Index gives us a way to invite partners into this research.”

STEPHEN PARENTE
Associate Dean for Global Initiatives
Supported by a Robust Network of Key Partners
On May 25, 2020, a little more than three miles from the Carlson School, George Floyd died at the hands of Minneapolis police, filmed on video by a young bystander. The city erupted in protests that spread around the world. Carlson School students, alumni, and partners everywhere saw images of the city they knew, protests filling the streets.

Floyd’s death and its aftermath lent new urgency to the work of diversity, equity, and inclusion at the Carlson School. The impact and response became a guiding force of a year that has gained new meaning and strength toward becoming an anti-racist institution. At CGI, partnership for change—along with relearning. It means having courageous conversations.

Courageous conversations

Partnerships with faculty and staff across the Carlson School are foundational for CGI. Pervin Shroff, Frederick H. Grose Chair in Accounting and department head, is a member of the CGI Faculty Advisory Committee. She led the Dean’s working group through the summer of 2020 and was so challenged and moved by the experience that she agreed to co-chair a new, ongoing Dean’s Advisory Committee on Diversity, Equity, and Inclusion.

“People were in pain and we had hard, emotionally charged meetings,” says Shroff. “We owe it to the Black members of the work group (last summer) that they spent the time to educate us about their perspectives and experiences, and they were open and honest about revealing their own feelings. Without that education from them, we wouldn’t have made much progress.”

By the end of the summer, the group had identified five strategic “pillars” of the school’s diversity, equity, and inclusion efforts—along with recommendations in each area. That created a roadmap for the year.

Anne D’Angelo, Assistant Dean for Global Initiatives, served with Shroff on the Dean’s summer working group, and she led the CGI staff in supporting DEI work throughout the year.


Working from home and on Zoom through the pandemic, the CGI staff met throughout the year to address their own mindsets and organizational systemic racism. They worked on learning key principles of courageous conversations: stay engaged; expect to experience discomfort; speak your truth; expect and accept a lack of closure. They began to apply those principles in interactions and meetings with others, including partners around the world, where country histories vary and affect how the topics of diversity, equity, and inclusion are discussed.

The University’s Office of Equity and Diversity, a key partner of CGI, provided important resources for staff and the school.

“CGI recognizes that change often starts with and is enacted by individuals as agents of change,” says Michael Goh, professor and vice president for equity and diversity. “They are leading in making individual growth and professional development a priority, and in their innovative pursuit of cutting-edge models of experience, faculty and staff cultural competency, admissions and student recruitment, hiring, and community partnerships—along with recommendations in each area. That created a roadmap for the year.

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Carlson Global Institute activities engaged with over 50 public, private, and nonprofit organizations including these in 2020-2021.

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Best Buy
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